Effects Based Thinking - EBT

EBT Introduction

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Introduction

- In July 2005, the Chief of Naval Operations directed the Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education to ensure Effects Based Thinking and Risk Management become part of the Navy culture.

- In his 2006 Guidance, CNO said, "Apply effects-based thinking across the Navy."

- Effects Based Thinking is a form of critical thinking that focuses problem-solving activity on identifying the specific effects needed to achieve a measurable end-state.

Working Definitions

- An effect is the physical and/or behavioral state of a system that results from imposing a set of actions on it.
- Effects Based Methodology is a means to identify desired effects, continuously assess progress toward their attainment, and, when necessary, quickly redirect efforts and resources to achieve them.
- Risk Management systematically identifies possible adverse reactions associated with a specified course of action, weighs the likelihood of their occurrence and the severity of their impact, then delineates the actions required to mitigate them.

Current Status

- A survey of Navy education and training activities showed that some Effects-Based Training/Risk Management (EBT/RM) curricular content has already been developed and is being delivered.

- Existing content needs to be expanded, focused on targeted segments of the Navy workforce, and threaded throughout the Navy's four educational continua:
  - Professional Military Education
  - Business Education
  - Naval Leadership
  - Executive Education

- Additional curricular content is being developed and integrated into the four continua.

Example

Air Campaign in Operation Desert Storm

- Planners wanted to do something more than simply list targets and then attack them one after another, with little regard for the overall effect.
- The desired effect was the destruction of Iraq's air defense system.
- The end result of the planning was that a mixture of stealth, precision, and electronic countermeasures destroyed the air defense system in the opening hours of the Gulf War.

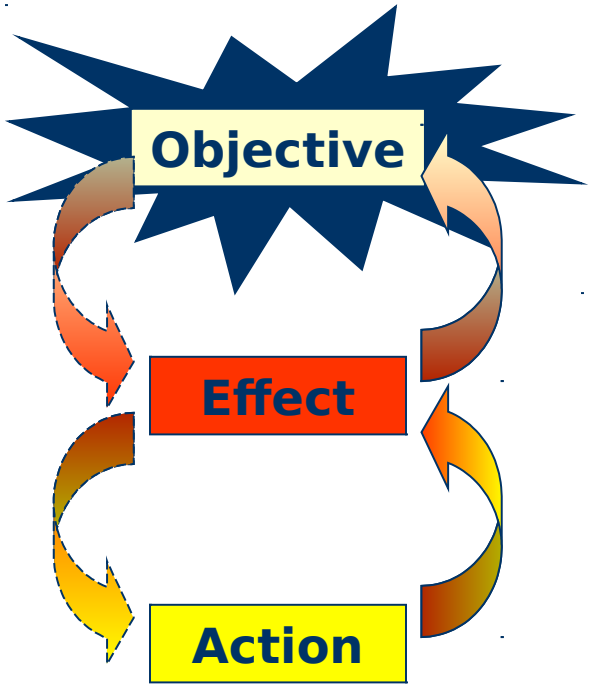
EBT is a Process

- Effects-based thinking consists of…
  - Clearly articulating objectives
  - Describing measurable effects that must occur for the objectives to be achieved
  - Selecting a plan of action tailored to produce the desired effects
  - Defining metrics (attached to actions and effects)
  - Continuously assessing progress
  - Redirecting efforts and resources when necessary

OBJECTIVES → EFFECTS → ACTIONS are linked.

Objectives

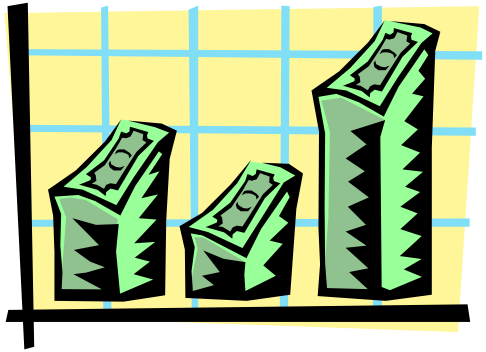
Definition: A clearly defined, high priority, and attainable goal toward which leaders direct major organizational activity.



- Objectives …
  - Answer the question: What does the leader intend to accomplish?
  - Depict a preferred end state.

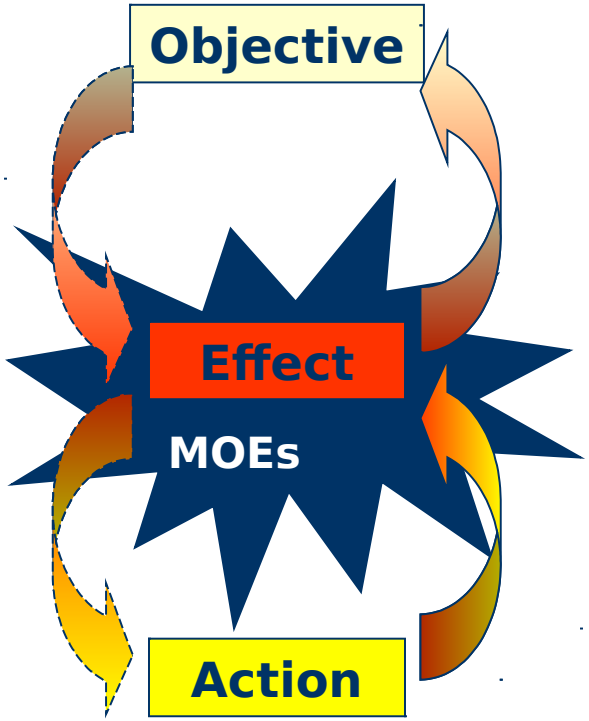
- Leaders …
  - Translate higher level goal/policy to apply in their domain.
  - Formulate objectives as a product, for example, of strategic planning.

Effects



Definition: Measurable results that must occur for the objective to be achieved.

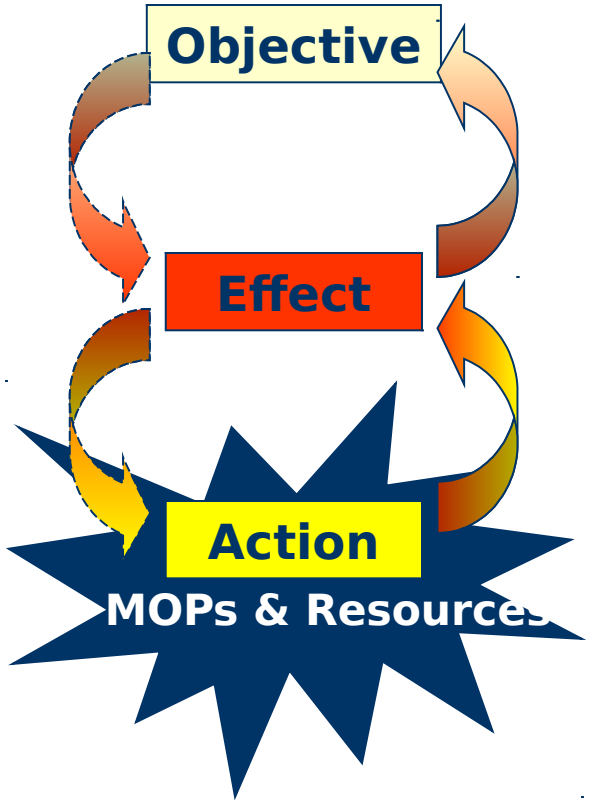
- Effects…
  - Are necessary and sufficient to achieve the objective.
  - Include undesired or unintended effects to be avoided.
  - Are in the form of “who” should do “what” and “where” and “how.”
- Leaders characterize effects in terms of…
  - Individuals, groups and organizations (who)
  - Changes in their capabilities, behaviors, or performance (what)
- Measures of Effectiveness (MOES) measure how well “who” does “what.”



Actions

Definition: Activities that produce the effect.

- Actions…
  - Are the “means” the leader brings to bear
  - Require resources
- Leaders…
  - Facilitate a dialogue with their team
  - Task planners to develop courses of action
- Measures of Performance (MOP) measure the degree to which the action is accomplished

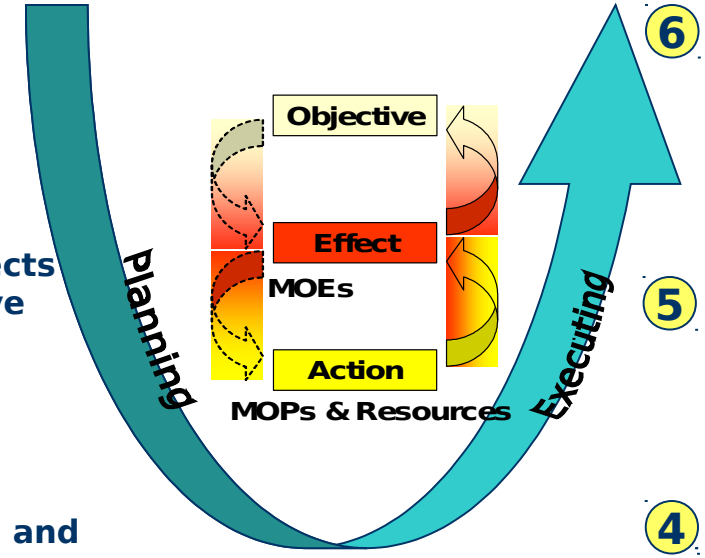


Leader's Role EBT

1. Articulate objectives to pursue.

2. Describe the effects needed to achieve the objectives; define MOEs.

3. Task subordinate and other organizations to identify actions/resources to produce desired effects.



4. Select and initiate an aligned set of actions, balancing resources and acceptable risk, designed to produce desired effects; define MOPs.

5. Monitor MOPs and MOEs and assess progress toward desired effects.

6. Redirect actions/resources, as necessary, until desired effects are produced and objectives are achieved.

Additional Information

- CNO Guidance for 2006 -- Meeting the Challenge of a New Era: *"Effects-Based Thinking (EBT) -- A relatively new but powerful planning concept, EBT requires us to begin each new task with the end state clearly in mind. It allows us to continually monitor progress against a discrete set of metrics, reallocating resources or effort as required to achieve concisely stated desired effects."*
- The Future of the Air Force: A View from the Top, by Jack Spencer and Kathy Gudgel
- Effects-based Operations: A New Operations Model? A.W. Batschelet, a research project, 9 Apr 2002
- Effects-based Operations: Language, Meaning and Effects-based Approach, Donald Lowe and Simon Ng, Australia, 2004
- Effects-Based Operations (EBO), A Grand Challenge for the Analytical Community, Paul Davis, 2005
- Thinking effects: Effects-based methodology for joint operations (CADRE paper) by Edward C Mann (Unknown Binding - 2002)

That's all for now…

It's your decision – what's the desired outcome?

Suggestions and requests to:

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